

DRIVING ORGANIZATIONAL PERFORMANCE THROUGH NETWORK CAPABILITIES IN DEPOSIT MONEY BANKS IN DELTA STATE

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ABSTRACT: This study focuses on the effect of network capabilities on organizational performance of deposit money banks in Delta State. The specific objectives are to ascertain the influence of information network on organizational performance, to find out the influence of informal social network on organizational performance, to determine the effect of marketing network on organizational performance, to examine the influence of business development network on organizational performance and to determine the effect of managerial network on organizational performance. The study adopted the descriptive survey research. The population of this study consists of employees and customers of Keystone Bank, Wema Bank and Eco Bank, Delta State. The sample size of two hundred and seventy seven (272) was obtained using Taro Yamani sample size formula. A stratified sampling technique was used. The study was driven by primary and secondary data. The data were analyzed using correlation and regression analysis as analytical tools. The study concluded that employees collaborate through informal social network with each other to achieve organizational goals a clear indication that inter-departmental social network is functional and in the long-run has enhanced relationship with customers and made decisions that affect the relations with customer easy. The study recommends that firms should ensure knowledge capabilities acquisition to employees through on the job trainings, mentorship programs, coaching, attending workshops and supporting them in accomplish organizational goals and objectives.

Keywords: Network Capabilities, Information Network, Informal Social Network, Marketing Network, Business Development Network, Managerial Network Organizational Performance

INTRODUCTION

In the present day business environment that is characterized by a high degree of uncertainty, organizational managers face increasingly dynamic, complex and unpredictable environment, where technology, globalization, knowledge and changing competitive approaches impact on overall performance of the firm.

Managers in both small and large firms are ever in the process of seeking new ways of conducting business to create wealth and increase the shareholder value (Jensen 2017). Thus a key concern to any present day shareholder of a firm is the need of the management to develop systems and frameworks that not only deliver performance, but also the ability to control these systems against top level targets (Maher & Andersson, 2017). As a result, they

note that more and more firms are turning to strategic approaches and internal resources that are valuable, scarce, inimitable and irreplaceable.

Employment of network capabilities effectively leads to organizational performance (Rehman & Saeed, 2015). According to Dubihlela as cited in Emily (2020), strategic network capabilities helps to build up capabilities the firm may use to differentiate itself in the market in order to achieve customer satisfaction. They are very important, particularly in the dynamic business environment with volatile markets and the environmental uncertainties. The ability to change, harness and develop new organizational capabilities to counter and control the dynamic business environment form the basis for sustainable competitive advantage for firms (Srivastava, Franklin & Martinette, 2013). The capabilities allow the managers to cost effectively exploit the available opportunities in the market and to neutralize the threats in the external environment (Peters and Pearce, 2012). Similarly, the network capabilities enable the firm to readjust its competencies to adapt to the environmental changes (Teece, Pisano & Shuen, 2017).

Murgor (2014) noted that network capabilities particularly the human resources, manufacturing technology and marketing influences the kind of strategic response taken by the management teams. According to Nyangi, Wanjere, Egessa and Masinde (2015) in their studies found a correlation between network capability and performance of sugar manufacturing firms. However the researchers recommended that further study be carried out on the relationship between strategic network capability and performance of firms since it is an area that is not fully focused on and is still insufficiently implemented.

Likewise there are some gaps in developing economies of Asia and African continents (Ganeshkumar & Nambirajan, 2013). Manufacturing firms within Nigeria are not exceptional as they also compete both locally and internationally hence should exploit their network capabilities to enhance their competitive advantage and survive the market volatility and uncertainties (Gitau, Mukulu & Kihoro, 2015; Kapto & Njeru, 2014). The capabilities are examined based on the firm's strengths and weaknesses in managerial, marketing, financial and technical areas to determine whether the firm has the strengths necessary to handle the specific forces in the external environment and to enables management to identify the external threats and take advantage of the opportunities (Saini & Mokolobate, 2011).

Despite various research that have been carried out in relation to network capabilities and organizational performance in many countries, none seems to be conducted on the effect of effect of network capabilities on organizational performance of deposit money banks in Delta State, Nigeria. This suggests a gap in knowledge which this study tends to fill. Therefore, this study is focus on the effect of network capabilities on organizational performance of deposit money banks in Delta State.

Most firms in the world must manage and survive economic crisis due to economic weak spots integrated into the global economy hence important to understand network capabilities that will help solve such issues.

The advent of globalization, information technology and highly dynamic operating environment where mergers, acquisitions and takeovers are becoming increasingly popular, has led to an increased threshold of quality assurance, transparency and reporting by firms in Nigeria.

Firms suffer from lack of enough capital, innovation and experience. To ably maintain the diverse clientele needs, Firms have to maintain professional relationships with experts from other professions, including legal advisers, bankers and Information Technology specialists who also serve small businesses.

Networks come in handy to compliment the deficiency as to innovation and resources. There is increased competition as the firms strive to outperform one another in the industry leading to employment of shoddy tactics leading to dismal performance and eventual collapse of many organizations. Firms networking serves to provide knowledge diversity, resources mobilization and complementarily. Firms emphasizing on building networks operate under reduced business risk eventually increasing their performance. This study examines the effect of network capabilities on organizational performance of deposit money banks in Delta State.

The general objective of the study is to examine the effect of network capabilities on organizational performance of deposit money banks in Delta State. The specific objectives of the study are to find out the influence of information network, informal social network, marketing network, business development network and managerial network have on organizational performance.

REVIEW OF RELATED LITERATURE

Concept of Networking

Network as a term has been defined differently by different scholars and researchers. Aarakit and Kimbugwe (2015), it is an activity in which the entrepreneurially oriented SME owners build and manage personal relationships with particular individuals in their surroundings. Mano (2014) defines networking as a process through which formal collaborations are formed, creating channels through which information about other individuals and groups can easily be retrieved, tested, and verified for the benefit of an organization. The importance of networks and networking for small and medium sized enterprises (SMEs) has been noted by a number of authors, with networking contributing to the business performance of SMEs. Stam, Arzlanian and Elfring (2014) the resources bundled up in an entrepreneur's network play an important role in the performance of that organization. Networking if well utilized will improve the financial performance and increase in market share of an organization through identification of new business opportunities, ensure skills transfer and gain good ratings in the sector.

Networking plays a key role in providing information thereby reducing the level of uncertainty surrounding the operation of firms (Sungur, 2015). In particular, by allowing SMEs to access resources that would have been difficult to access on their own (Stam, Arzlanian & Elfring 2014). Thus in today's economy, the importance of networking and SME performance is gaining prominence in developed countries and developing countries alike. According to Niu (2010) the benefits that networking enables to SMEs trusted relationships which when tapped into can help the SMEs harvest from supplies, customers, friends for the benefit of the business. In this study networking will refer to the process where SMPs engage in sharing of information and resources through strategic alliances, collaboration and business clusters.

Organizational Networks

Organizational network can be defined in different ways. It is the pattern of relations among individuals, groups or organizations (Rasmussen, 2015); set of nodes and relationships which connect them; informal collaboration; and relationships based on mutual benefit, trust and reciprocity. In previous studies, both positive and negative aspects of organizational networks have been discussed. For example, He has strong arguments on the negative dimensions of organizational networks, that organizations in network cannot act independently because they utilize shared experience and resources that are built through previous coordination. Rasmussen (2015) asserted that organizational networks grounds for building non redundant relationships that provide diverse information at a cost to efficiency and exploitation of firms' performance. He argued that network's effect on organizational outcomes depend upon the nature of the context and the level of knowledge transferred through these networks and it may affect adversely the overall performance if such knowledge is harmful. However, in the previous literature, the positive effects of networks are discussed more prominently than its negative effects; therefore, the organizational network component and its significant importance for effective organizational performance is focused in this study. Available literature indicates several benefits that firms may enjoy when they are engaged in networks such as start-up innovation, business growth, effective decision making, opportunity recognition, competitiveness and organizational performance (Huang et al., 2012). Despite these benefits, organizational performance is an attractive and long lasting outcome of organizational networks (Huang et al., 2012). Organizational performance represents a firm's performance and its competitive position related to key competitors in critical areas like gaining a foothold in the industry, increasing firm's awareness and response to competitive pressure or challenges produced by competitors (Huang et al., 2012).

Organizational performance represents how firms achieve different strategies like merchandizing, distribution and supplier networks, customer service, marketing, financial and promotional strategies (Kim et al., 2008). The targets of organizational performance are achieved by the agreement on performance goals, the allocation and definition of resource priorities, informing managers to review or to maintain the current policy or plans to meet these goals strategically (Huang et al., 2012). As compared to large enterprises, organizations are inexperienced to think strategically due to their short operational lives; hence, organizations need strong networks for attaining contemporary knowledge and continuous performance improvement (Yasir et al, 2018). The general presumptions also assert that building organizational network reduces the associated costs through shared knowledge for achieving organizational performance (Huang et al., 2012). Organizational networks help an enterprise to successfully pursue organizational performance for several reasons (Yasir et al, 2018). First, an enterprise can be exposed to new ideas and projects that reside with its partners who are enriched with various resources (Kim et al., 2008). These new ideas of partners encourage the divergent thinking and creative solutions required for organizational performance Yasir et al, 2018). Second, due to coordination availabilities in the network, the focal enterprise can utilize more opportunities to combine the variety of skills of other firms (Kim et al., 2008).

Networking Platforms

The ability of a business to communicate is crucial to its success as it determines how much such a business can gain from networking. Effective communication with both internal and

external stakeholders for a business makes the whole difference. The business needs to adopt business communication platforms that are acceptable and recognized by the members in the network if it has to maintain communication credibility. Advancements in information communication and technology have widened the platforms on which business network communications can occur. The platform chosen for communication needs to keep the information in the network safe and only allow access authorized individuals within the organization. This will ensure that the information is safe and free from leakages. The ways that messages and information travel around such as: the verbal communication, the non-verbal communication and the technology-aided communication, which accommodates e-mailing, instant messaging, micro-blogging, phones and ontology, and communities of practice. Verbal communication is considered the spoken and written modes. Non-verbal communication on the other hand, is the communication that transcends the written or spoken word (Lechener & Floyd, 2012).

Network communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of successful network, as it relates in a complex way to organizing processes, organizational context and implementation of objectives. Network members may prefer one form of communication to another. For example some prefer email as an information source (Yasir et al, 2018). While email is highly convenient for both sender and receiver, it is an impersonal medium and lacks the richness of other information sources (Yasir et al, 2018). Since email is asynchronous in that there are delays in sending, receiving, and responding, it is not the optimal medium for conveying delicate or complicated information or to influence, persuade, or sell an idea. It is most useful for announcements to communicate the same thing to many members in and network and to keep the informed about an issue they already know about, and to reach geographically dispersed network members (Ronél, 2014). Emails lead to productivity, increased communication, collaboration and creativity among network members (Yasir et al, 2018).

Organizational Performance

Organizational performance is the effectiveness of an organization. Various indicators such as effectiveness, efficiency, financial viability and relevance to stakeholders can be used to measure corporate performance. A recent study of managers found sales growth to be the most commonly identified measure of overall organizational performance, although other studies have considered numerous variations in performance measures. Huang et al., (2012) have unanimously agreed that, measuring organizational performance is challenging because it is a multidimensional theoretical construct hence there is no single operational measure. The existence of these multiple considerations means that, it is unclear that organizational purpose can be portrayed as unitary or that the multiple purposes of an organization are reliably consistent (Huang et al., 2012).

Richard (2009) further argued that a failure of measures to reflect an organization's multiple constituencies may lead the organization to treat the satisfaction of others as pathology, rather than maintaining a healthy tension between them. This is the capacity of a system to meet demands for deliveries or performance. Product availability and deliverability can be used to express product performance. Domestic and global competition has made companies to strive for better ways of manufacturing products (Stam, Arzlanian & Elfring 2014). Thus if the Organization takes challenges as opportunities, and makes improvements in their current

processes, they will be able to effectively face future threats (Stam, Arzlanian & Elfring 2014). According to Eccles (2011) hard realities of competition has made management re-think their practices and develop effective systems to measure their performance in business. A product performance target is often derived from a market share target. An ambitious product performance target can shape the development process in a way that leads to a revolutionary product introduction.

Information Systems Network and Organization Performance

The business environment is no longer stagnant, it is constantly changing because of innovation to discover solutions and introduce new platforms in response to customer demands (Ralabandi, 2014). AlMamary, Shamsuddin, and Aziati (2014) pointed out that there is a variety of information systems in today's business environment, although each system plays a different role in the organisation.

Al-Mamary, Shamsuddin, Hamid and Al-Maamari (2015) revealed that the most frequently used IS in telecommunications companies are inclusive of financial, accounting, human resources, billing, and customer relationship management systems. Bal, Bozkurt, and Ertemsir (2012) pointed out that in the telecommunications companies, information related to employees is gathered, recorded, examined, and retrieved using human resource information systems. Furthermore, the human resource system aids in recognising prospective employees, sustaining records on existing employees, and crafting various programs to improve employees' skills and talents (Bal et al., 2012).

Information related to company transactions, payroll records, and customer receipts is incorporated and can be retrieved from the accounting information system (Bal et al., 2012). Similarly, details about the organisation's monetary assets such as bonds, stock, and cash are managed through a financial information system (Munteanu, Zuca, & Tinta, 2011). Equally, the billing system is perceived as one of the key competitive weapons in the telecommunications industry, because it encompasses the software, hardware, the network itself and the staff that operate the system (Romanus, 2014). In addition, the billing system contains details of customers' products, services and payment records. Furthermore, reports can be extracted for decision-making purposes (Romanus, 2014). Thouin, Hoffman, and Ford (2008) pointed out that information system helps businesses to improve decision-making and enhance the effectiveness and efficiency of several important business processes. The numerous benefits of information systems include cost saving, promoting better production, reduced delivery time, better customer service, improved innovation, entering new markets, and improved market share, which lead to improved performance (Thouin et al., 2008).

In the same vein, Thouin et al. (2008) stressed that it is worrisome that businesses still spend huge sums of money acquiring new information systems, while the possibility of a negative return on their investment still exists. Furthermore, it is deemed easy to notice the cost of information systems failures compared to their successes (Thouin et al., 2008). Information systems are deemed to support organisations in accomplishing their targets by providing insight regarding the company operations to manage its resources better (Babu & Sekhar, 2012). Equally, information systems can provide accurate and relevant information to the right people, in a correct format and in a timely manner. Although companies make use of information systems to gather, process, store, and retrieve information with the aim of improving performance, some users are still not satisfied with using the systems, whereas,

some do not see the usefulness of these systems (Saeed, Lodhi, & Iqbal, 2014). Similarly, insufficient support from top management and training are other aspects that contribute to the negative impact on performance even in the presence of information systems.

In spite the use of information systems, there are other factors that can negatively influence performance, one of them being employees' absenteeism as it reduces the manpower required to execute the tasks, prolongs the service delivery time, wastes financial resources, and interrupts the workflow which in turn affects productivity and services offered in the telecommunications industry (Belhaj, 2012). Thus we hypothesize that:

H₁: *There is a significant relationship between information network and organizational performance.*

Informal Social networks and Organization Performance

Social networks can be analyzed as "the pattern of ties linking a defined set of persons or social actors" (Saeed, Lodhi, & Iqbal, 2014). A social network can play a key role in enhancing organizational capabilities (Dyer & Singh, 2008). One could study other characteristics of social networks, such as cohesion or centrality, but we decided on the size of the network and the strength of the ties (Anderson, Evers, & Griot 2013). Using other measures usually requires studying the entire structure of the network. Since we are studying diverse external networks here, it is very complicated to make these measures operational for our goals.

Size and strength provide different benefits resulting from the social structure that can be mobilized to facilitate action in ways that have repercussions for firms (Saeed, Lodhi, & Iqbal, 2014). Larger social networks are efficient for accessing a high quantity of new information and knowledge (Saeed, Lodhi, & Iqbal, 2014). Social networks with strong ties provide information and complex knowledge, which is usually difficult to transfer (Anderson, Evers, & Griot. 2013). The ability to process and transfer the information and knowledge gained from one context to another becomes critical (Dyer & Singh, 2008). However, using new resources in the absence of social capabilities is difficult. So, many authors have emphasized the importance of organizational integration mechanisms that enable the assimilation of knowledge proceeding from outside the organization by the whole organization so that this knowledge can then be transformed and exploited (Saeed, Lodhi, & Iqbal, 2014). These mechanisms have been labelled combinative capabilities. Such organizational capabilities are needed to ensure that a unit will internalize knowledge successfully (Jansen, 2017).

Combinative capabilities synthesize current and acquired knowledge and apply it (Anderson, Evers, & Griot 2013) to the links of a mosaic of individual capabilities. In this sense, some researchers believe that combinative capabilities affect other dynamic capabilities such as strategic flexibility positively (Zahra and George, 2002) and absorptive capacity (Jansen 2017). New information and knowledge are critical to strategic flexibility. But information and knowledge must assimilate and reconfigure through combinative capabilities to be used effectively. These capacities can provide the firm with multiple assessments of the value of its own information and knowledge, explaining why some firms move more quickly into new strategic actions (Anderson, Evers, & Griot, 2013). Thus we hypothesize that:

H₂: There is a significant relationship between informal social network and organizational performance.

Marketing Network and Organization Performance

Network marketing is mainly used in B2B markets, and personal selling including trade fairs and sale presentations are the preferred marketing tools in this type of marketing. It develops relationships between firms and coordinate activities among several parties for common benefit, resource exchange, market access and trust (Al-Mamary, Shamsuddin, Hamid & Al-Maamari 2015). It focuses on multiple network relationships between firms and has a significant interest in the “connectedness” of these relationships. The coordination of the network is through interaction between firms within the network, and relationships are established between firms (Al-Mamary, Shamsuddin, Hamid & Al-Maamari 2015). A network can be defined as a set of different connected relationships between firms. The relationships are established through interaction marketing, but focus more on the network as a whole rather than on one specific interaction and relationship.

Each firm in a network has both direct and indirect relationships with customers and suppliers, which can be both formal and informal. These relationships are part of a larger network and can be both interpersonal and impersonal, which mean both close and distant. The level of power, dependence, and communication differs between different relationships. The networks are constructed through social relationships overtime, and have therefore a strategic orientation (Coviello & Brodie, 2001).

Network marketing focuses on multiple network relationships between firms, and has a significant interest in the “connectedness” of these relationships (Al-Mamary, Shamsuddin, Hamid and Al-Maamari 2015). Logistic Network conferences are an example of a network marketing tool that is often used. Logistic Network conferences and exhibitions are a place for the Logistic companies sales force to perform personal presentation in order to market and sell their services, and where potential partners can attend. Thus we hypothesize that:

H₃: There is a significant relationship between marketing network and organizational performance.

Business Development Network and Organization Performance

Business development encompasses a number of techniques designed to grow an economic enterprise. Such techniques include, but are not limited to, assessments of marketing opportunities and target markets, intelligence gathering on customers and competitors, generating leads for possible sales, follow up sales activity, formal proposal writing and business model design. Business development involves evaluating a business and then realizing its full potential, using such tools as marketing, sales, information management and customer service. For a sound company able to withstand competitors, business development never stops but is an ongoing process (Al-Mamary, Shamsuddin, Hamid & Al-Maamari 2015).

Successful business development often requires a multi-disciplinary approach beyond just "a sale to a customer." A detailed strategy for growing the business in desirable ways is frequently necessary, which may involve financial, legal and advertising skills. Business

development cannot be reduced to simple templates applicable to all or even most situations faced by real-world enterprises. Creativity in meeting new and unforeseen challenges is necessary to keep an enterprise on a path of sustainable growth.

Companies often do not establish procedures for business development, instead relying on their existing contacts. Other times they assume that because they know people in high places that their business development problems are solved and that somehow new business will come to them. The ramifications of such thinking can be significant in the event they are unable to leverage those relationships, which very often are personal or weak.

For larger and more well-established companies, especially in technology- related industries, business development often refers to creating and managing strategic relationships and alliances with other, "third party" companies. In these instances the companies will leverage one another's' expertise, technologies or other intellectual property to expand their products, services, functionality and/or market reach without having to invest in building or acquiring these with internal resources (Al-Mamary, Shamsuddin, Hamid and Al-Maamari 2015). Thus we hypothesize that:

H₄: *There is a significant relationship between business development network and organizational performance.*

Managerial Networking and Organization Performance

The managerial networking relationships and ties developed in Sub-Saharan African societies in general in particular are mostly relational in nature (Salm & Falola, 2002). That is, they are created as a result of direct cohesive ties in the form of personal and social relationships and interactions between managers of organizations and external entities.

Managers forge personal and social networking relationships and ties with top managers of other organizations who may be their suppliers, buyers, or competitors (Al-Mamary, Shamsuddin, Hamid & Al-Maamari 2015). Several studies have shown that when managers develop personal and social networking relationships and ties with top managers of other firms, they are able to acquire resources and valuable information and knowledge which are used to mitigate uncertainties and thus enhance performance. Furthermore, networking relationships and ties with customers may create both customer and brand loyalties, and increase sales (Park & Luo, 2001).

In addition, networking and ties with suppliers will provide access to quality raw materials, superior services, fast and reliable deliveries, and financial resources; and ties with competitors may lead to the sharing of information about how to reduce operations costs, or collaborate to share resources to deal with competitive uncertainties in the environment (Park & Luo, 2001). Thus, managerial networking relationships and ties with top managers of other firms enable organizations to secure access to information, resources, and knowledge that are used to improve efficiency and organizational performance. Therefore we hypothesize that:

H₅: *There is a significant relationship between managerial networking and organizational performance.*

Theoretical review

Dynamic Network Theory

The Dynamic network theory explains how social networks influence goal pursuits in social, organizational, and international systems (Westaby, 2012). It explains the benefits of group dynamics in promoting organizational performance. The theory is relevant in this information era as it explains how information tends to circulate more readily within than across groups for the benefit of group members (Westaby, Pfaff, & Redding, 2014). This theory explains network motivation toward goals achievement, network resistance which negatively influences performance, and network reactance roles and peripheral roles that have variable effects on performance (Westaby et al., 2014).

The network forms a system which later influences performance of organizations. The theory has various implications for understanding human behaviour, performance, emotional contagion, and conflict in various network systems. This theory acknowledges key role of social networks as communicative goal striving. Individuals in a network communicate freely thereby promoting understanding and ability to collaborate on several matters. Networks accord members an opportunity to air their views and observations freely without reservations. This promotes the level of support and commitment of group members to ensure that the group is held together.

Dynamic network theory also identifies resistance forces which can hinder communication among network members (Westaby, 2012). Such behaviour acts as a deterrent to communication and achievement of group goals and limits the benefits of group network dynamic for its members. This theory is important for this study as it help explain the effects of organizational networks on performance of small and medium sized firms.

Methodology

The descriptive survey method was adopted in the study, the population of the study consisted of customers and employees of Keystone Bank, Wema Bank and Eco Bank, Delta State. The research population comprises of lower, middle and the senior management of employees and customers within the banks during period of questionnaire administration in the industry.

The primary data was collected from 272 respondents through questionnaires. Out of the 272 copies of structured questionnaire distributed, a total of 220 usable copies were collected giving a response rate of 80.9%, this implied a rate regarded as good. Majority of the bank employee are (57%) were male.

The research instrument was a 28-item validated structured questionnaire. All items were assessed on five point likert scale to measure responses, anchors ranging from 1 to 5. Cronbach Alpha index was used for estimating the reliability of the questionnaire. Favourable reliable scores were obtained from all the items since all values were above the coefficient values of 0.06, exceeding the common threshold of Cronbach alpha value recommended by Malhotra (2004). The major analytical tools used were correlation and multiple regression analysis.

RESULTS

Table 1: Reliability Check

Items	Reliability (Cronbach Alpha Value)
Information network	.788
Informal social network	.752
Marketing network	.791
Business development network	.722
Managerial network	.737
Organizational Performance	.712

Source: Analysis of Field Survey, 2022.

Table 2: Correlation Matrix for Information Network, Informal Social Network, Marketing Network, Business Development Network, Managerial Network and Organizational Performance.

		Information Network	Informal Social Network	Marketing Network	Business Development Network	Managerial Network	Organizational Performance
Information Network	Pearson Correlation	1	.436**	.352**	.182**	.612**	.416**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	220	220	220	220	220	220
Informal Social Network	Pearson Correlation	.436**	1	.514**	.234**	.342**	.114**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	220	220	220	220	220	220
Marketing Network	Pearson Correlation	.352**	.514**	1	.269**	.238**	.498**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	220	220	220	220	220	220
Business Development Network	Pearson Correlation	.182**	.234**	.269**	1	.284**	.625**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	220	220	220	220	220	220
Managerial Network	Pearson Correlation	.612**	.342**	.238**	.284**	1	.323**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	220	220	220	220	220	220
Organizational Performance	Pearson Correlation	.416**	.114**	.498**	.625**	.323**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	220	220	220	220	220	220

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2022).

Table 2 revealed that the correlation between information network and organizational performance is given as 0.416; the implication of this is that a positive relationship of 41.6%, as given by the r value of 0.416 on a number line of 100% exists between information network and organizational performance.

Similarly, the correlation between informal social network and organizational performance is given as 0.114; the implication of this is that a positive relationship of 11.4% as given by the r value showing 0.114 on a number line of 100% exists between informal social network and organizational performance.

Furthermore, the correlation between marketing network and organizational performance is given as 0.498; the implication of this is that a positive relationship of 49.8% as given by the r value showing 0.498 on a number line of 100% exists between marketing network and organizational performance.

The correlation between business development network and organizational performance is given as 0.625; the implication of this is that a positive relationship of 62.5% as given by the r value 0.625 on a number line of 100% exist business development network and organizational performance.

Finally, correlation between managerial network and organizational performance is given as 0.323; the implication of this is that a positive relationship of 32.3% as given by the r value 0.323 on a number line of 100% exist managerial network and organizational performance.

Table 3: Multiple Regression Analysis of Dimension of Network Capabilities and Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.927	1.691		8.829	.547
information network	.255	.191	.205	2.603	.003
informal social network	.205	.284	.104	1.241	.002
marketing network	.263	.179	.165	1.797	.000
business development network	.310	.178	.210	2.131	.004
managerial network	.208	.188	.208	2.091	.001

a. Dependent Variable: organizational performance

Source: Field Survey (2022)

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.357	.345	1.6246

a. Predictors: (Constant), managerial network, marketing network, business development network, informal social network, information network

Source: Field Survey (2022).

The result from the regression analysis on table 3 investigated the influence of informal social network, informal social network, marketing network, business development network, managerial network on organizational performance. It revealed that informal social network ($\beta = 0.205$, $P < 0.01$), informal social network ($\beta = 0.104$, $P < 0.01$), marketing network ($\beta = 0.165$, $P < 0.01$), business development network ($\beta = 0.210$, $P < 0.01$), managerial network ($\beta = 0.208$, $P < 0.01$). The Regression coefficient of Adjusted R^2 indicated that the five components of the independent variable explained 34.5% of the variance in organizational performance.

Hypotheses Testing

Decision Rule

If the P- value calculated is less than the critical level of significance, we reject the null hypothesis and accept the alternate. Otherwise we reject the alternate hypothesis and accept the null.

H₁: *Information network has a significant influence on organizational performance.*

The results from the regression analysis on table, the P-value calculate of 0.003 is less than the 0.05 level of significance which implies that information network has a significant influence on organizational performance.

H₂: *Informal social network has a significant influence on organizational performance.*

The results from the regression analysis on table showed that P – value calculated of 0.002, which is less than the 0.005 critical level of significance. The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that informal social network has a significant influence on organizational performance

H₃: *There is a significant effect between marketing network and organizational performance.*

The results from the regression analysis on table, the P – value calculated of 0.00 is less than 0.005 critical level of significance. The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that there is a significant relationship between marketing network and organizational performance

H₄: *Business development network has a significant influence on organizational performance.*

The results from the regression analysis on table showed the P - value calculated of 0.004 is less than 0.005 critical level of significance. The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that business development network has a significant influence on organizational performance.

H₅: *Managerial network has a significant influence on organizational performance*

The results from the regression analysis on table showed the P – value of 0.001 which is less than the 0.005 critical level of significance. The stated null hypothesis is rejected thereby accepted the alternate hypothesis which implies that managerial network has a significant influence on organizational performance.

Discussion of Findings

Information Network and Organizational Performance

The results from table 2 revealed that there is a significant positive relationship between information network and organizational performance. The result from the regression analysis showed that information network exhibit a positive effect on organizational performance ($\beta = 0.205$, $P > 0.05$). The findings of the study is in line with Bal, Bozkurt, and Ertemsir (2012) pointed out that in the telecommunications companies, information related to employees is gathered, recorded, examined, and retrieved using human resource information systems. Furthermore, the human resource system aids in recognising prospective employees, sustaining records on existing employees, and crafting various programs to improve employees' skills and talents.

Informal Social Network and Organizational Performance

The results from table 2 revealed that there is a significant positive relationship between informal social network and organizational performance. The adjusted r square value on its own part shows 0.345 implies that 34.5% of the variants of informal social network used in this study affect organizational performance. The result from the regression analysis showed that informal social network exhibit a positive effect on organizational performance ($\beta = 0.104$, $P > 0.05$). The findings of the study is in line with Adler and Kwon, (2002) size and strength provide different benefits resulting from the social structure that can be mobilized to facilitate action in ways that have repercussions for firms. Larger social networks are efficient for accessing a high quantity of new information and knowledge. Social networks with strong ties provide information and complex knowledge, which is usually difficult to transfer.

Marketing Network and Organizational Performance

The results from table 2 revealed that there is a significant positive relationship between marketing network and organizational performance. The adjusted r square value on its own part shows 0.345 implies that 34.5% of the variants of marketing network used in this study affect organizational performance. The result from the regression analysis showed that marketing network exhibit a positive effect on organizational performance ($\beta = 0.165$, $P > 0.05$). The findings of the study are in line with Coviello and Brodie, (2001) each firm in a network has both direct and indirect relationships with customers and suppliers, which can be both formal and informal. These relationships are part of a larger network and can be both

interpersonal and impersonal, which mean both close and distant. The level of power, dependence, and communication differs between different relationships. The networks are constructed through social relationships overtime, and has therefore a strategic orientation.

Business Development Network and Organizational Performance

The results from table 2 revealed that there is a significant positive relationship between business development network and organizational performance. The adjusted r square value on its own part shows 0.345 implies that 34.5% of the variants of business development network used in this study affect organizational performance. The result from the regression analysis showed that business development network exhibit a positive effect on organizational performance ($\beta = 0.210$, $P > 0.05$). The findings of the study is in line with Coviello and Brodie, (2001) business development involves evaluating a business and then realizing its full potential, using such tools as marketing, sales, information management and customer service. For a sound company able to withstand competitors, business development never stops but is an ongoing process.

Managerial Network and Organizational Performance

The results from table 2 revealed that there is a significant positive relationship between managerial network and organizational performance. The adjusted r square value on its own part shows 0.345 implies that 34.5% of the variants of managerial network used in this study affect organizational performance. The result from the regression analysis showed that managerial network exhibit a positive effect on organizational performance ($\beta = 0.208$, $P > 0.05$). The findings of the study is in line with Dubini and Aldrich, (1991) Managers forge personal and social networking relationships and ties with top managers of other organizations who may be their suppliers, buyers, or competitors. Several studies have shown that when managers develop personal and social networking relationships and ties with top managers of other firms, they are able to acquire resources and valuable information and knowledge which are used to mitigate uncertainties and thus enhance performance

Conclusions

In the light of the foregoing, this study provides empirical support on dimension of network capabilities and its effect on organizational performance of deposit money bank in Delta State.

It concluded that adoption of information network leads to the development of new services, new functions, and formation of new alliances which in turn helps the organization to develop new products and processes without struggle and to employ as well as develop a high technology for its product.

The study concluded that employees collaborate through informal social network with each other to achieve organizational goals a clear indication that inter-departmental social network is functional and in the long-run has enhanced relationship with customers and made decisions that affect the relations with customer easy.

The study further concludes that marketing network has effect on organizational performance. The study also concluded that management regularly discusses competitors'

strengths and strategies by carrying out market research to ascertain the needs of customers and adoption of marketing information that enables the firm to maintain relationship with customers.

It is also concluded that business development network influence organizational performance, the study also concluded that business development network is integrated with new information and understanding acquired which is shared across units in the department.

Finally, managerial network has a positive relationship with organizational performance. The study concluded it is the management that achieves better overall control of general organizational performance. Furthermore that the management has skills in developing clear operating procedures to run the business successfully, the ability to coordinate different areas of the business to achieve results and the ability and expertise to design jobs to suit staff capabilities and interest.

Recommendations

1. Management should come up with ways and procedure to enhance the capabilities of individual players such as the managers and subordinate staff in terms of technology. This could be done through arrangements for trainings and benchmarking from other firms that are doing well in these areas.
2. Firms should appoint their managers based on education level and experience, cognitive capabilities and ability to form social ties and relate well with other managers from other firms.
3. The study further recommended that the banks should ensure that the marketing personnel had the right marketing capabilities by bringing expert in the area to train them and also hold house trainings.
4. Furthermore, firms should ensure knowledge capabilities acquisition to employees through on the job trainings, mentorship programs; coaching, attending workshops and supporting them in accomplish organizational goals and objectives.
5. Finally, banks should ensure the use of effective communication channels with departments that perform different duties.

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